



FEDERAL REPUBLIC OF NIGERIA

**Views of the Government of the  
Federal Republic of Nigeria  
on the  
Visitation Panel Report into the Affairs of the  
Ahmadu Bello University, Zaria  
(2011 - 2015)**

DECEMBER, 2022

PRINTED BY THE FEDERAL GOVERNMENT PRINTER, LAGOS.

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO THE  
AFFAIRS OF THE AHMADU BELLO UNIVERSITY, ZARIA  
(2011-2015)**



**ARRANGEMENT OF PARAGRAPHS**

*Paragraph:*

1. Publication of Federal Government White Paper on the Report of the  
Visitation Panel into the Affairs of the Ahmadu Bello University, Zaria.  
(2011-2015)

2. Citation.

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO  
THE AFFAIRS OF THE AHMADU BELLO UNIVERSITY, ZARIA  
(2011-2015)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the Ahmadu Bello University, Zaria (2011-2015) as provided in the schedule to this Notice is hereby published in the Federal Government Gazette.

Publication  
of Federal  
Government  
White Paper  
on the  
Report of  
the Visitation  
Panel into  
the affairs of  
the  
Ahmadu Bello  
University,  
Zaria (2011-  
2015).

2. This Notice may be cited as the "White Paper on the Report of the Visitation Panel into the affairs of the Ahmadu Bello University, Zaria (2011-2015)".

Citation.

## 1.0. INTRODUCTION

## 1.1. INAUGURATION OF THE VISITATION PANEL

The President, Muhammadu Buhari, GCFR, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, in exercise of the powers conferred on him as Visitor to Ahmadu Bello University, approved the constitution of a Visitation Panel to the University. Consequently, the Permanent Secretary, Arc. Sunday Echono, representing the Honourable Minister of Education, Mal. Adamu Adamu inaugurated the Panel on 13th April, 2021 at the National Universities Commission, Maitama, Abuja.

## 1.2. COMPOSITION OF THE PANEL

The Panel was made up of the following :

1. Professor Oladapo A. Afolabi, OON, CFR	..	..	..	<i>Chairman</i>
2. Arc. Muftau B. Bello, FNIA	..	..	..	<i>Member</i>
3. Mr. Martin Dibang Achua, FCNA, FCITA	..	..	..	<i>Member</i>
4. Alh. Mohammed Musa Makarfi	..	..	..	<i>Member</i>
5. Professor Salisu Shehu	..	..	..	<i>Member</i>
6. Professor Joseph Ikechebelu	..	..	..	<i>Member</i>
7. Mr. Kunle Sherifdeen Adedeji	..	..	..	<i>Secretary</i>

## 1.3. TERMS OF REFERENCE

1.3.1. To inquire into the level of implementation of the white paper on the last visitation report ;

1.3.2. To look into the leadership quality of each university in terms of the roles of the Governing Council, the Vice-Chancellors and other principal officers ;

1.3.3. To look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period, and determine whether it was in compliance with appropriate regulations ;

1.3.4. To investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding ;

1.3.5. To examine the adequacy of the staff and staff development programs of each university ;

1.3.6. To determine the relationship between the university and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e. Governing Council, NUC, and the Federal Ministry of Education (FME)) ;

1.3.7. To examine the law establishing the university including the relationship between the various internal organs, units and offices and indicate the ways the law has been observed by the competent authorities, and also suggest any modifications to the law ;

1.3.8. To trace the historical evolution of the university and take stock of its net achievements and problems as well as its style and direction ;

1.3.9. To examine the general security in the university and how the university has dealt with it, and recommend appropriate measures ; and

1.3.10. To examine the processes and structures of discipline of students in each university in line with due process of the rule of law.

1.4. Details of the Findings/Observations and Recommendations of the Visitation Panel, as well as the comments indicating recommendations accepted, noted or rejected by the Visitor are contained in a tabular format in sections 2 – 11 of this gazette. The highlights of the Visitor's directives include :

(i) Council should ensure implementation of the outstanding recommendations from the previous Visitation white paper ;

(ii) The Vice Chancellor should be the father of all the staff and students and should endeavour to run a transparent and inclusive administration;

(iii) Management should ensure that all statutory meetings hold regularly ;

(iv) Management should ensure greater devolution of powers ;

(v) Management should ensure that the coordination with other units in the university, particularly the Research Institutes, Centres and Colleges be improved;

(vi) Management should ensure that the Registry is digitalized;

(vii) Management should always engage well qualified and experienced personnel to occupy the office of the Bursar ;

(viii) Management should pursue full automation of the Bursary accounting system;

(ix) Management should put in place an efficient asset management system;

(x) Management should step-up efforts to ensure that all monthly bank reconciliation statements for each account are prepared and brought up to date promptly ;

(xi) Management should ensure that the observed lapses in the financial statements be avoided ;

(xii) Council should ensure that auditing firms show more diligence in their professional responsibilities ;

(xiii) Management should endeavor to prepare monthly transcripts on all their bank accounts and submit same for auditing ;

(xiv) Management should ensure adherence to TSA regulations;

(xv) The University should liaise with the relevant authorities to recover its funds trapped in AIB and in other commercial banks;

(xvi) Council and Management to work towards out-of-court settlement with the Kano State Board of Inland Revenue (KSBIR);

(xvii) Management should forward detailed brief on the matter before the Federal High Court Kaduna to FME for intervention and guidance ;

(xviii) Management should submit to Council a status report and documentary evidence of the transactions relating to the transfer of N13million to CBN for further necessary action ;

(xix) Management should ensure that selection of Convocation representative in the Council should be more inclusive as provided in the Law of the university ;

(xx) Council should ensure that all statutory meetings are held as regularly as stipulated ;

(xxi) Management should ensure that Senate Committees are made effective and that its Standing Rules are properly applied;

(xxii) Management should ensure that disciplinary matters are handled with dispatch ;

(xxiii) Management should ensure that the Student Handbook is regularly updated, produced and widely distributed amongst students at the beginning of every session.

## TERM OF REFERENCE 2

*"To look into the leadership quality of each university in terms of the roles of the Governing Council, the Vice-Chancellors and other principal officers."*

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
3.1.	THE GOVERNING COUNCIL	(i) There were two (2) Governing Councils, constituted as provided for in the Law establishing the University which held regular and special meetings.	The University Council should be commended for convening meetings as and when due.	Visitor notes this recommendation and observes that this is expected of the Council.
32.	LEADERSHIP QUALITY OF THE INSTITUTION IN TERMS OF THE ROLES OF THE GOVERNING COUNCIL	<p>(i) The two (2) Governing Councils within the period under review held regular and special meetings in accordance with the law establishing the University. The first Governing Council 2010 - 2012 with an Acting Vice-Chancellor 2012 - 2013 held sixteen (16) regular meetings and two (2) special meetings.</p> <p>(ii) The second Governing Council 2013-2017 held twelve (12) regular meetings.</p> <p>(iii) The Councils performed commendably in respect of regular attendance at meetings and quality of deliberations which covered the functions of the University as stipulated in the Law establishing it.</p>	Subsequent Governing Councils of the University should maintain and improve on the good records established by past Councils.	Visitor notes this recommendation.
33.	LEADERSHIP QUALITY OF THE INSTITUTION IN TERMS OF THE ROLES OF THE VICE-CHANCELLOR	Two (2) substantive Vice Chancellors functioned in the University during the period under review, 2009-2014 and 2014-2019 respectively. They provided quality leadership, there was	The Vice-Chancellors should be commended for the good legacy left behind while serving the University. The present and subsequent Vice - Chancellors should	Visitor notes this recommendation.

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		open door policy and maintained excellent relations with Principal Officers, Staff and Students.	emulate their good leadership in steering the affairs of the University.	
34.	LEADERSHIP QUALITY OF THE INSTITUTION IN TERMS OF THE ROLES OF THE REGISTRAR	Two (2) substantive Registrars were duly appointed in the University between 2011 and 2015. The Registrars were conscientious in the performance of their duties in accordance with the law.	(i) The Panel commends the efforts of the past Registrars in ensuring and sustaining peace and harmony in the University.  (ii) Subsequent Registrars of the University should maintain and improve on the good records established by past Registrars.	Visitor notes these recommendations.
35.	LEADERSHIP QUALITY OF THE INSTITUTION IN TERMS OF THE ROLES OF THE BURSAR	The Bursar was very competent judging by the fact that there were no records of financial misappropriation during his tenure.	(i) The efforts of the Bursar should be commended.  (ii) Subsequent Bursars of the University should maintain and improve on the good records established.	Visitor notes these recommendations.
36.	LEADERSHIP QUALITY OF THE INSTITUTION IN TERMS OF THE ROLES OF THE LIBRARIAN	One substantive and two Acting Librarians functioned in the University during the period under review.  The Panel observed that two Librarians served in acting capacity for about six (6) years (2012-2018) which was not healthy for the University.	The Panel urges the Governing Council to commence the process of appointing Principal Officers at least three months to the expiration of the tenure of the incumbent.	Visitor accepts this recommendation and calls for the timely appointment of Principal Officers when a vacancy occurs.

## TERMOFREFERENCE3

*"To look into the financial management of each institution, including statutory allocations and internally generated revenue over the recommended period, and determine whether it was in compliance with appropriate regulations."*

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
4.1.	PROCEDURE	<p>(i) Essential management control tools were put in place to minimize waste.</p> <p>(ii) There was strict compliance with Financial Regulations.</p> <p>(iii) There were prompt renditions of all returns such as monthly transcript, Bank reconciliation statement, Revenue and Expenditure returns.</p> <p>(iv) Funds received for Capital Projects were properly applied as all the projects were fully paid for and no contractor was being owed.</p> <p>(v) The accounts were duly audited with audited Financial Statements available.</p> <p>(vi) There was compliance with the provisions of the Public Procurement Act.</p> <p>(vii) Accounting books and records such as Vote Books, Cash Books, Ledgers, Registers, Bank Reconciliation Statements, Security Books/documents were kept and properly maintained.</p> <p>(viii) Staff under the Bursary Department were exposed to regular training programmes.</p>	<p>(i) More funds should be made available to undertake various Capital projects.</p> <p>(ii) IGR should be increased to augment allocations from the Federal Government.</p> <p>(iii) More Intervention funds (TETFund and Needs Assessment) should be made available for the development of the University.</p> <p>(iv) The university should explore other means of generating revenue.</p> <p>(v) The University Management should account for the over-spent IGR funds (N556,647,058) and desist from spending above their means.</p>	<p><i>Visitor notes recommendations (i), (ii), (iii) (iv) and accepts recommendation (v) and directs EFCC to investigate.</i></p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>(ix) A good system of internal control was in place with functional Internal Audit and Checking Units.</p> <p>(x) There was compliance with the E-payment system and Treasury Single Account (TSA).</p> <p>(xi) Four bank accounts were maintained with CBN in accordance with TSA. All the accounts as listed below were approved by the Office of the Accountant General of the Federation:</p> <ul style="list-style-type: none"> <li>• Assessment Account</li> <li>• Project Account</li> <li>• Capital Account</li> <li>• Revenue Account</li> </ul> <p>(xii) A total of N14,767,970,696 was received during the period under review, which was sufficient to cover the payment of the sum of N13,548,866,684 incurred as personnel cost.</p> <p>(xiii) The University received the sum of N470,950,266 on overhead cost and spent same amount during the period under review.</p> <p>(xiv) On capital cost, the University appropriation was N1,893,897,342 but received the sum of N943,775,451 and expended same.</p>		

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>(xv) TETFund and Needs Assessment fund: The University received the sum of ₦5,517,235,799 for TETFund and spent the sum of ₦4,559,831,804. While for Needs Assessment, it received the sum of ₦3,369,616,739 and spent ₦2,933,647,463.</p> <p>(xvi) The University generated the sum of ₦2,946,504,182 and spent ₦3,503,451,240 leaving a deficit of ₦556,947,058. There was shortfall in year 2012 and a rise in subsequent years.</p> <p>(xvii) Management of the funds received by the University: the funds received by the University for Capital projects were properly applied as many Projects were completed with no outstanding liabilities.</p>		

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>ciliary accounts held in London and New York (2004-2010) to the current domiciliary account of the university with CBN.</p> <p>(vii) Also, there were funds of ABU trapped in distressed banks (AIB) running into millions of Naira.</p>	<p>(vi)—(a) The University should liaise with NDIC, Federal Ministry of Finance, NUC, Federal Ministry of Education and Attorney-General of the Federation in recovering these trapped funds in AIB and in other commercial banks.</p> <p>(b) The Bursary department should remit the 25 per cent IGR to NUC under this review period 2011-2015, if it could be accommodated considering the financial challenges confronting the University.</p> <p>(vii)—(a) The ABU Management is encouraged to ensure proper reconciliation of the disputed amount and effect out-of-court settlement with KSBIR. Also, a detailed brief on the matter before the Federal High Court Kaduna should be forwarded to the Office of the Attorney-General of the Federation and Hon. Minister of Justice as well as the NUC and Hon. Minister of Education for their intervention and guidance on how best to resolve the matter.</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
			<p>(b) A tax unit should be established in the bursary department to handle this monthly reconciliation, processing of tax clearance certificates for members of staff and details of tax deductions to companies that were awarded contracts by ABU.</p> <p>(viii) The University should submit the status report and documentary evidence of the transactions relating to the transfer of these balances to CBN totalling N13 million for further action and audit purpose. This amount is important to government in view of the scarce resources being experienced, presently globally.</p>	

## TERM OF REFERENCE 4

*"To investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding"*

<i>S/No</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
5.0.	APPLICATION OF FUNDS TO SPECIFIC PROJECTS, STATUS OF SUCH PROJECTS AND RELEVANCE FOR FURTHER FUNDING	<p>As far as capital projects in particular were concerned, lapses in financing and general implementation strategies were identified.</p> <p>(i) The Federal Government Capital Appropriation and other special Needs assessment releases between 2011 and 2015 amounted to ₦3,875,063,913.34.</p> <p>(ii) The TETFUND special intervention under various categories between 2011 and 2015 amounted to ₦5,606,707,858.07.</p> <p>(iii) Funds from other donor sources under Corporate Social Responsibility (CSR) amounted to a total ₦19,001,396,910.13 within the period 2011-2015.</p> <p>(iv) There is no record of any project funded with internally generated revenue within the 2011-2015 period under review.</p> <p>(v) Within the January 2011-December 2015 period under review, funds were al-</p>	<p>(i) Government should re-examine its policy of mopping up of unutilised capital expenditure at the end of financial year, in order to allow for properly conceived, smooth and orderly execution of capital development in the universities.</p> <p>(ii) The Federal government should consider the status, size, population of ABU as a premiere University in the allocation of budgetary provisions for each fiscal year.</p> <p>(iii) Special grants should be allocated to ABU to complete all uncompleted projects and to improve the University facilities and infrastructural development.</p>	<p>(i) Visitor rejects recommendation (i) as this is a government policy.</p> <p>(ii) Visitor notes recommendations (ii) and (iii) for update in subsequent visitation.</p> <p>(iii) Visitor observes with dismay that the Visitation Panel did not exhaustively address this ToR.</p>

<i>S/No</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		located from several sources which included Direct Government funding under the Capital Appropriation, Needs Assessment Presidential Intervention, Tertiary Education Trust Fund (TETFUND)(Normal and Special Intervention) for the award of various types of contracts for construction, furniture and equipment supplies.		

## TERM OF REFERENCE 5

*"To examine the adequacy of the staff and staff development programs of each university"*

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
6.0.		<p>On adequacy of staff and staff development:</p> <p>(i) In comparison with the NUC minimum standard, Faculties of Administration, Agriculture, Arts, Clinical Sciences (Medicine), Pharmaceutical Sciences, Social Sciences and Veterinary Medicine are adequately staffed. On the other hand, ABU Business School, Allied Sciences, Basic Medical Sciences, Education, Engineering, Environmental Design, Law, Life Sciences and Physical Sciences are deficient in academic staff/student ratio.</p> <p>(ii) The Nursing Science programme which was de-accredited by NUC in 2010 for inadequate academic staff had 16 academic staff by end of 2015 and is preparing for re-accreditation visit from NUC.</p> <p>(iii) The Faculty of Education is probably the most adversely affected because the limited academic staff in the main faculty are also required to service its</p>	<p>(i) The Faculties of Education, Law, Life Sciences and ABU Business School will need to urgently address the issue of gross shortage of Academic Staff. This is important as these Faculties and School also have a lot of Post-graduate and Diploma Students being handled by the limited number of academic staff. Education is the worst with its 13 Affiliate Institutions.</p> <p>(ii) The issue of over-admission as raised in the 2010 Visitation Panel should be squarely addressed by the university administration.</p> <p>(iii) Mandatory training workshops within the university and provision of enabling research environment and incentives are necessary to ensure that those trained even abroad will have the needed tools to practice what they have learned.</p> <p>(iv) The Federal Government through these funding agencies like TETFund, NEEDs Assessment Funds, Multinational</p>	<p>Visitor notes these recommendations for update in subsequent visitation, and further observes that the Visitation Panel did not exhaustively address this ToR.</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>13 affiliate institutions.</p> <p>(iv) A factor that may be responsible for the skewed staff/student ratio in some of the faculties is over-admission of students above the NUC quota for some programmes. This issue of over-admission was raised in the 2010 visitation panel report.</p> <p>(v) The staff development programmes in Ahmadu Bello University include sponsorship for post-graduate (masters or PhD) studies or conferences (either within the country or internationally). This has been achieved through the TETFUND and NEEDS Assessment Fund.</p> <p>(vi) There is also staff approval for 1 year sabbatical leave which allows for crossbreeding of knowledge with another university. In the period under review 2011-2015, only 28 academic staff received NEEDS Assessment sponsorship for postgraduate studies and 143 for conference attendance.</p>	<p>Organisations, should increase funding of staff development as the economic squeeze has made it extremely difficult for staff to fund further training from their meagre salaries. This will ensure quality staff and research in the university system.</p>	

## TERM OF REFERENCE 6

*"To determine the relationship between the university and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e. Governing council, NUC, and the Federal Ministry of Education (FME))"*

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
7.0.	THE RELATIONSHIP BETWEEN THE UNIVERSITY AND THE VARIOUS STATUTORY BODIES IT INTERACTS WITH ACCORDING TO ITS LAW FOR THE PURPOSES OF SUPERVISION, PLANNING, FINANCE, DISCIPLINE, GUIDANCE AND ANY OTHER RELATIONSHIP	<p>The Panel examined the relationship of the University with the following statutory bodies : Federal Ministry of Education, Federal Ministry of Finance, National Universities Commission, Joint Admissions and Matriculation Board, Education Trust Fund, Petroleum Technology Development Fund, Council of Legal Education, Council for the Regulation of Engineering in Nigeria and Governing Council and was found to be in generally cordial relationship with them during the period, with room for improvement.</p> <p>(i) During the 2011–2015 period, the Council was well composed with Pro-chancellor and chairman, Vice Chancellor and two Deputy Vice Chancellors, five appointees of the Federal Government, Senate (4), Congregation (2) and Convocation (1) representative(s) and the Registrar also as secretary of Council. They</p>	<p>(i) The selection of Convocation representative in the Council should be more inclusive as provided in the Law of the university.</p> <p>(ii) Efforts should be made by the Vice Chancellor and Management to convene the Senate meetings regularly.</p> <p>(iii) The Senate standing rule should be made effective and applied properly as well as its committees.</p> <p>(iv) The cordial relationship between NUC and the University should be sustained.</p> <p>(v) NUC should provide guidance not only to achieve minimum standard but to exceed it.</p> <p>(vi) NUC should encourage universities to be more globally competitive by developing new and more functional disciplines including innovative research and development.</p> <p>(vii) The institutional arrangement,</p>	<p>Visitor notes these recommendations for update in subsequent visitation.</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>held 13 regular, 8 special and 2 emergency meetings over the 5-year period. This gives a total of 23 meetings which meets the stipulated 20 regular meetings expected within the period under review.</p> <p>(ii) The proceedings of the meetings of Council were rich and showed a focused Council working for the growth and development of the university. They were able to manage the crisis on the selection process of the principal officers of the university to avert further escalation, although the re-appointment of the Bursar which was found expedient at the time without taking cognizance of his record of poor performance is regrettable.</p> <p>(iii) The process of selection of the Convocation Representative in Council has been criticized in a memo from ASUU and other individual submissions. During the period under review, the President of the Alumni automatically takes this seat. However, the Convocation is composed of all graduates of the</p>	<p>supervision and partnership between FME and the university is functional and should be sustained.</p> <p>(viii) FME should encourage the university autonomy as prescribed by extant law and policy guidance of the Federal Government.</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>university and its academic staff. Therefore, leaving it for the president of the Alumni skews the representation to the Alumni alone and also limits it to only those who have held the office of the president of the Alumni Association. The submissions recommended a more democratic process of election where all alumni members can contest.</p> <p>(iv) The relationship between the University and NUC is functional. The NUC provides the supervisory roles as and when due and the university has complied adequately with the requirement of NUC. The relationship is very cordial.</p> <p>(v) The FME is the apex policy institution in Nigeria. It has direct relationship with ABU and indirect relationship through NUC. This arrangement has been effective and functional.</p>		

## TERM OF REFERENCE 7

*"To examine the law establishing the university including the relationship between the various internal organs, units and offices and indicate the ways the law has been observed by the competent authorities, and also suggest any modifications to the law"*

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
8.0.		<p>(i) The law establishing Ahmadu Bello University is unambiguous and titled; "A law to establish a university in Northern Nigeria and to provide for the governance thereof and matters incidental thereto ; passed by the House of Assembly in 1962. This was superseded by a parliamentary Act when Federal Government took over the university and thus the subsisting law of the university titled "Ahmadu Bello University (Transitional Provisional) Act, 1975."</p> <p>(ii) Additionally, the Federal Government had enacted an Act affecting all Federal Universities titled "An Act to amend the universities (Miscellaneous Provisions) Act. No 11 of 1993 and provide for the Autonomy of Universities and other related matters."</p> <p>(iii) The Visitation Panel of 2004-2010 observed that the Council and Senate, by July 2010, jointly set up a committee to review the 1975 ABU Law. The committee was ex-</p>	<p>(i) The Governing Council should ensure that the university law of 1975 is reviewed as previously recommended in the Visitation Panel Report of 2004-2010 and as adopted by this present visitation panel.</p> <p>(ii) The proposed review of the Law should also reflect the university's autonomy in line with the thinking of the institution and the different stakeholders in the university.</p> <p>(iii) The annual meetings of the convocation should be held.</p> <p>(iv) The legal unit in the Vice-Chancellor's office should be strengthened to provide improved support to the university on legal matters.</p> <p>(v) The extant law should be amended to enable the Visitor to the university to continue to appoint the Chairman and Pro-chancellor of the Council.</p> <p>(vi) The lacuna in the present law where there is no description of Convocation and its function should be ad-</p>	<p>Visitor notes these recommendations for update in subsequent visitation.</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>pected to produce a draft law for the consideration of the University Council taking due cognizance of the various provisions of other relevant laws in the land. This review was completed as reflected in the University's remarks of 2012 review of the visitation panel report of 2004-2010. However, this is yet to be passed by Council and was not made available to the panel.</p> <p>(iv) The Panel also observed the very large size of the Senate membership which is close to 700 and mainly due to the congregation representatives in Senate. The Visitation Panel of 2004-2010 noted this as an issue with adherence to the ABU Law and recommended a review on this. This is yet to be effected and the Senate membership is still unwieldy and should be urgently reviewed to reduce it to a reasonable size for quality deliberation.</p> <p>(v) The irregular meetings of the Senate have prompted agitation for inclusion in the university law of the statutory monthly meeting of Senate. This is to ensure compliance</p>	<p>ressed in the proposed review.</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>by the Vice-Chancellors.</p> <p>(vi) There were practices which have constituted a significant subversion of the ABU Law and these have been detailed in the body of the report for consideration and necessary positive action.</p>		

## TERM OF REFERENCE 8

*"To trace the historical evolution of the university and take stock of its net achievements and problems as well as its style and direction"*

<i>SNo.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
9.0.		<p>(i) The vision upon which the Ahmadu Bello University was founded is still valid, however, new challenges at the national and global levels dictate that the University should be moved on to new perspectives. The idea of producing manpower for government directed national development has given way to preparing graduates to work within a private, corporate and market driven economy.</p> <p>(ii) Furthermore, the emerging economy and society require graduates with additional skills and competencies that the curricula and programmes mounted by the university cannot adequately provide. This is compounded by the fact that the facilities for teaching, learning and research are inadequate and outdated, resulting in crisis of relevance and relatively low rating of the University.</p> <p>(iii) The most remarkable achievement recorded was great and robust drive in staff development. ABU witnessed an unprec-</p>	<p>The University should reposition itself to:</p> <p>(i) Becoming a post-graduate University of highest standing such that the students' composition will be 60 per cent Science and 40 per cent Arts ; 50 per cent male and 50 per cent female, 40 per cent regular on campus and 60 per cent online.</p> <p>(ii) Becoming an Apex University that mentors and builds the capacities of other universities and tertiary institutions within and outside the country, through increased academic productivity in the areas of teaching, advanced research and community services.</p> <p>(iii) Creating and nurturing a dynamic teaching and learning environment across faculties, institutes and centres using appropriate and responsive curricula, state-of-the-art facilities, an ICT-driven delivery and evaluation system which produce self-reliant graduates with the requisite entrepreneurial skills.</p> <p>(iv) Creating and nurturing new and ver-</p>	<p>Visitor notes these recommendations for update in subsequent visitation.</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>edented increase and diversification in staff development, most especially in training of faculty members. Many younger academic staff were sent for acquiring higher academic qualifications in Nigerian and foreign universities.</p> <p>(iv) There was relative peace and stability during this period and there were no cases of serious misunderstanding between the Vice Chancellor and the Governing Council. Although there were regular meetings of the statutory organs of the University, there were instances of irregularity but not a recurring feature, of Senate meetings.</p>	<p>satile academic and research programmes, as well as innovation that are responsive to the present and the future needs of society for effective research result utilization.</p> <p>(v) Developing the capacity and the framework to enhance the University's visibility and relevance through packaging and promotion of research outputs to the level of commercialization in collaboration with the industry, book and journal publication of highest academic standard in hard and e-forms; and creating vibrant conferences, exchanges and other interactive fora.</p> <p>(vi) Designing and putting in place robust resource mobilization policies and strategies in order to meet the needs of, and support the actualization of the future perspectives.</p> <p>(vii) Re-designing the governing system through reforms, including decentralization, e-administration and capacity for oversight function in such a way that it becomes more prudent, efficient, effective, transparent and accountable.</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
			<p>(viii) Strengthening and expanding the University's existing linkages to consolidate interfaces, collaboration and partnership for the attainment of the set goals and objectives of the future perspective. For example, establishment of linkages and exchange programmes with world-class Universities.</p> <p>(ix) Improved quality of research publication output through publishing in more qualitative high web-ranking scholarly articles, as well as improved University web-ranking at the national and international levels through uploading original research outputs into the internet.</p> <p>(x) Development of renewable/alternative energy to counter the incessant crisis of power.</p> <p>(xi) Upgrading of learning facilities and provision of additional modern laboratories for the Sciences, Medicine and Engineering; as well as continuation of the landscaping of the University.</p> <p>(xii) Strengthening of the University relationship with its community and University se-</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
			curity system to respond to today's needs and challenges.	

## TERM OF REFERENCE 9

*"To examine the general security in the university and how the University has dealt with it, and recommend appropriate measures"*

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
10.0.		<p>(i) Serious issues relating to terrorism, armed robbery, activities of hoodlums, brigands and hooligans, cultism and car theft in the campus and neighboring communities.</p> <p>(ii) The porosity and vastness of ABU combined with inadequacy of security manpower has made the security of lives and property to be sub-optimal.</p> <p>(iii) There is lack of security consciousness and ignorance/carelessness in the community.</p> <p>(iv) Lack of ICT and other modern technologies in security operations has been a setback for the Security Division.</p>	<p>(i) There is a need to introduce Technical Aids Systems into A.B.U. Security Policy such as: Closed-Circuit Television (CCTV), Intrusion Detection Systems (IDS) for more effective security surveillance in the campuses.</p> <p>(ii) The Security Division of the University should take the issue of intelligence gathering, information sharing, networking and synergizing with other security agents more seriously.</p> <p>(iii) There should be more infrastructure provided for surveillance and general operation.</p>	<p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p>

## TERM OF REFERENCE 10

*"To examine the processes and structures of discipline of students in each University in line with due process of the rule of law"*

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
11.0.		<p>(a) There are lapses and lack of proactiveness in addressing disciplinary issues until they get overtaken by events and/or the disciplinary measure is not effected, as and when due.</p> <p>(b) The student handbook is not being reviewed and produced at the appropriate time for new students to know what the university rules and regulations are.</p> <p>(c) The Counselling section of the university is not adequate in proportion to the population of students. Most of the students interviewed are not even aware of the existence of the counselling unit.</p> <p>(d) ASUU pointed out that the university needs to improve, be more decisive on discipline of errant students.</p> <p>(e) The university enjoyed relative peace between the management and the students with minimal disciplinary issues during the period under review.</p>	<p>(i) The University Management should take measures that would ensure handling disciplinary matters with dispatch.</p> <p>(ii) The University Management should ensure that the Student Handbook is updated and produced and widely distributed at the beginning of every session, especially to new students.</p> <p>(iii) The Counselling Unit of the university should be strengthened to enable students access the unit for Guidance and Counselling.</p> <p>(iv) The Senate should improve on their sittings and make sure that decisions on students' disciplinary cases were quickly concluded.</p>	<p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p>

**B 32**

DATED at Abuja this 20th day of December, 2022.

MUHAMMADU BUHARI, GCFR  
*President, Federal Republic of Nigeria*

